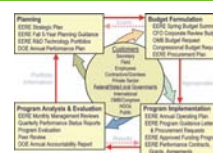




Appendix F-1 Model Position Description for Program Managers (Non-Supervisory Roles)



The following is a hypothetical position description (PD) for program managers, specifically managers without supervisory responsibilities. This model provides a more detailed description of the program manager's responsibilities and other relevant information to help the PM better understand his/her role in the EERE program management environment. (Note that this is not an official classified PD.)

Introduction

The Office of Energy Efficiency and Renewable Energy (EERE) is the lead Federal government organization for energy efficiency and renewable energy technology research and development. Its mission is to help the Nation achieve greater energy efficiency and security, environmental health, and economic productivity by exercising Federal leadership in developing policies, information, technologies and collaborative partnerships with states, industry, and energy consumers that accelerate and expand the use of renewable energy and energy efficient technologies and practices.

Major Duties

Serves as manager of a program or major segment with significant resources, making decisions on work problems. Serves as a recognized authority and technical expert on highly complex technical matters pertaining to the assigned Program, and on issues pertaining to required resources. Evaluates and makes authoritative technical judgments on concepts, proposals, experiments, and the initiation of field projects to support overall program accomplishments. Initiates, plans, and conducts periodic visits to field organizations to provide on-site technical advice and guidance.

Develops planning issues and guidance in consultation with the Office Director or immediate supervisor, including recommendations for program focus consistent with the National Energy Policy and EERE's implementation of activities to conform to said Policy. Develops specific requirements, long-term goals and objectives, and schedules of completion for tasks involved. Evaluates and makes authoritative technical judgments on concepts, proposals, experiments and alternative solutions to technical problems that have the effect of determining major direction in national policy and programs.

Establishes or recommends policy with respect to assigned program and other related programs, and directs the implementation of such policies, working with major stakeholders across the country and with senior officials in other federal agencies. Interprets and implements program policies, priorities and goals established by the administration and Congress to address the energy

needs of the Nation. Interprets DOE policy directives, assuring proper execution and accomplishment of program goals and objectives.

Develops, justifies, and allocates the annual budget for his/her assigned program assuring that the plans and funding requirements fully support and are consistent with legislative mandates and DOE goals and objectives. Develops, coordinates, and organizes funding allocations for assigned Program. Articulates and defends proposed program strategies and budget proposals to senior DOE officials on the allocation of funding among program areas, establishes the funding distribution among different projects, and transmits budget guidance to the affected project managers. Monitors the execution (authorization, obligation and expenditures) of approved budget for assigned program area.

As Program Manager, initiates various projects necessary for the accomplishment of program goals and objectives. Conducts analyses of same projects and budget levels assigned to each project to determine the level of responsiveness to EERE's management objectives. Evaluates program progress and periodically discusses with Office Director the status of projects, plans and deviations from projected goals. Evaluates goals and objectives in place determining those that need additional emphasis.

Directs and coordinates the preparation of scope-of-work for obtaining contractor assistance in carrying out the activities required to accomplish the goals and objectives of the assigned program. Negotiates cost-sharing and other contractual terms, with appropriate participation by procurement offices and the Office of General Counsel. Monitors and evaluates on a continuing basis, through periodic project reviews, site reviews, presentations and reports, contractor performance in meeting work objectives, work quality, cost maintenance, and schedule milestones for assigned activities. Through the Contracting Officer, the incumbent initiates and implements modifications to project plans, contracts, and agreements resulting from changes or redirection of objectives or funding allocations in the assigned program area.

Provides leadership at the national, State and local levels to promote the objectives of the program through work with public interest groups and national associations, as well as with Congressional, State and local officials. Works with stakeholders across the country and with senior officials in other federal agencies.

Represents the Office on interagency task forces, committees, scientific and technical meetings and symposia, at conferences, other federal agencies, academia, private industry, and other groups regarding technical, management and policy issues. The incumbent plans, directs, coordinates, and oversees the preparation of reports and other communications required to support DOE's position as it relates to assigned program in response to inquiries from Congress, States, interagency bodies and professional organizations. Develops technical briefs specifically designed to analyze and communicate the status of assigned program area for certain targeted groups such as Congress, States, business/industry, and professional organizations. Prepares issue and briefing papers for senior EERE management to share with key DOE officials and other Federal agencies concerning energy efficiency and renewable energy programs.

Performs other duties as assigned.

Factor 1. Knowledge Required by the Position

Mastery of advanced program management and organizational concepts, principles, and practices along with the comprehensive knowledge of planning, programming, budget regulations, project management techniques, guidelines and processes sufficient to define issues and problems, and to manage and coordinate work.

Knowledge of analytical and evaluation methods and techniques sufficient to assess and measure program success and effectiveness.

Knowledge of the Federal budget processes, procedures, and requirements concerning the formulation, justification and execution of program budgets.

Knowledge of EERE programs and policies and their interrelationships with the assigned program.

Ability to apply new developments and experienced judgment in solving a variety of highly complex technical problems.

Skill in written and oral communication to direct program activities, present professional papers, prepare technical and administrative reports, and develop responses to congressional inquiries.

Factor 2. Supervisory Controls

The incumbent works under administrative supervision and is delegated complete responsibility and authority to plan, schedule, and orchestrate program activities, make decisions and commitments in assigned program areas, keeping the supervisor informed of technical developments or controversial issues which significantly affect program, operational, or policy aspects of organization objectives and operations. The incumbent is a recognized expert in his/her specialty field. Decisions, conclusions, and recommendations are considered technically authoritative and accepted as accurate based on the incumbent's broad experience and expertise. Work results are reviewed for adherence to administrative policy and accomplishment of overall program objectives.

Factor 3. Guidelines

Available guidelines consist of congressional authorization and appropriation legislation; broad policy direction provided by the supervisor with respect to objectives and scope of EERE and assigned program responsibility; applicable statutes, executive orders, departmental regulations, rulings of regulatory bodies; other federal directives, program directives and funding authorizations; program management directives, and recognized managerial theories and tools. Because of the nature of the recommendations required of the incumbent, each issue or problem must be approached from a fresh perspective and all factors weighed in light of policy guidelines.

The work involves planning and coordinating a wide range of on-going program assignments that include managerial, technical, administrative, and budgetary responsibilities. They require

a broad range of technical knowledge and experience to assess and provide advice on complex, innovative, and technological approaches and techniques needed to address current or potential problems in assigned program area. Assignments involve situations that influence a broad range of activities that concern highly specialized functions. The incumbent evaluates the implications of new developments and concepts and their effect upon program functions, and formulates long-range plans designed to ensure that Program goals and objectives are realized. He/she is required to coordinate Program activities and make substantive recommendations in a very complex and dynamic environment, requiring a high degree of originality and insight. Innovation, unique approaches to problem solving, and flexibility in planning and execution are necessary to accomplish the work.

Program assignments are usually of long duration, and of such scope that they frequently require directing a team effort. Such work requires consideration of the immediate as well as the long-range effect of proposed actions on stakeholders, customers, the public at large, and/or on other Government programs. The incumbent's interaction with others must reflect consideration of sensitive, political, economic, and social factors that impact program goals and objectives.

Factor 5. Scope and Effect

The purpose of the work is to guide major programs or program segments through to completion, resolve critical problems that arise, develop new approaches to be followed by others, and ensure the accomplishment of program goals and objectives. The incumbent serves as a recognized authority in his/her specialty area and as a technical advisor to management.

The scope of the program is national or international in that the mission of EERE is related to industrial productivity and enhancement of public health and the environment. The quality of the incumbent's work, program accomplishments, and the advice and guidance provided to EERE officials, both at headquarters and in the field, and leadership provided at national and State levels to promote the objectives of the program through work with public interest groups and national associations as well as with congressional staffs, State and local officials impacts the successful accomplishment of EERE's mission.

Factor 6. Personal Contacts

Personal contacts are with managerial, scientific, and technical personnel in DOE, management of other federal and state government agencies, congressional staffs, industry, academia, and public and private sector organizations that influence the development, improvement, and market penetration of energy-efficient practices and technologies. Contacts are mainly through meetings, conferences, workshops, and similar forums.

Factor 7. Purpose of Contacts

Contacts with DOE Headquarters officials are to exchange information, facilitate consensus, and determine appropriate program and operational implementation methodology. Contact with field management is to exchange information and to provide program guidance, direction, and oversight to ensure the use of appropriate program and operational implementation methodol-

ogy. Contacts with officials of other Federal and state agencies, and with public and private sector officials are to negotiate agreements on program objectives, justify or settle matters involving significant or controversial issues, and discuss results and ways to improve program effectiveness. Contacts with congressional, national, state and local regulatory officials and public and private sector representatives are for the purpose of fostering energy-efficiency initiatives and to promote partnerships for appropriate initiatives. Contacts with the general public are to provide information on EERE and DOE policies and programs, with particular emphasis on assigned program area.

Factor 8. Physical Demands

The work is sedentary with no unusual physical requirements. Periods of business travel may be required.

Factor 9. Work Environment

Work is routinely performed in an office setting.

